

Training Objectives - Attendees will:

have fun

have an understanding of performance management / performancestat programs and the value they can provide

have an understanding of the city's overall approach to performance management

be excited about using the tools and resources provided as part of our performance management program to improve their work

have an understanding how this fits in with ChattaData, Dept Dashboards and BFO

Thinking About Performance Management

2016 BFO Preparation Session #1



Upcoming Performance Management Training

- ❑ Dec 8th - Thinking About Performance Management
- ❑ Dec 15th - Goals and Objectives, Getting the First Thing Right
- ❑ Jan TBD - Finding the Right Measures
- ❑ Jan TBD - Setting Targets
- ❑ Jan TBD - Putting it All Together

check chattanoogaabfo.org for training details

Agenda for Today's Training

What is performance management?

ChattaData & BFOs


Putting it all together



Brief Detour
DETOUR



and they are
happy
after



We All Have

A Story To Tell





HOOO
OO!

A female scientist with blonde hair, wearing safety glasses and a white lab coat, is working in a laboratory. She is wearing yellow gloves and is focused on adjusting a component of a complex piece of scientific equipment. The equipment features various tubes, wires, and mechanical parts. The background shows a typical laboratory setting with shelves and other equipment.

Be Curious
Ask Questions
Test Things
Make Mistakes

□ Learn Something □



So....

A wide-angle photograph of a crowded street festival in Chattanooga. The street is filled with people of various ages and ethnicities walking in both directions. On the right, there are brick buildings with shops and colorful bunting hanging across the street. On the left, there are more trees and buildings. The sky is blue with some light clouds. A semi-transparent white box with the text "The People of Chattanooga" is centered over the image.

The People of Chattanooga



Performance Management

Performance management is the **systematic process** by which an agency **involves its employees**, as individuals and members of a group, in **improving organizational effectiveness** in the accomplishment of agency mission and goals.

-US Office of Personnel Management



What is a Goal?

- A measurable achievement that will lead to results in the identified performance priority categories within a specified timeline.
- Goals are more specific than priorities, and there may be multiple goals for each priority.
- A city may have short term, long term, and intermediate goals.
- Goals will be a blend of operational (process based) and programmatic (how well the processes are followed).

PerformanceStat History

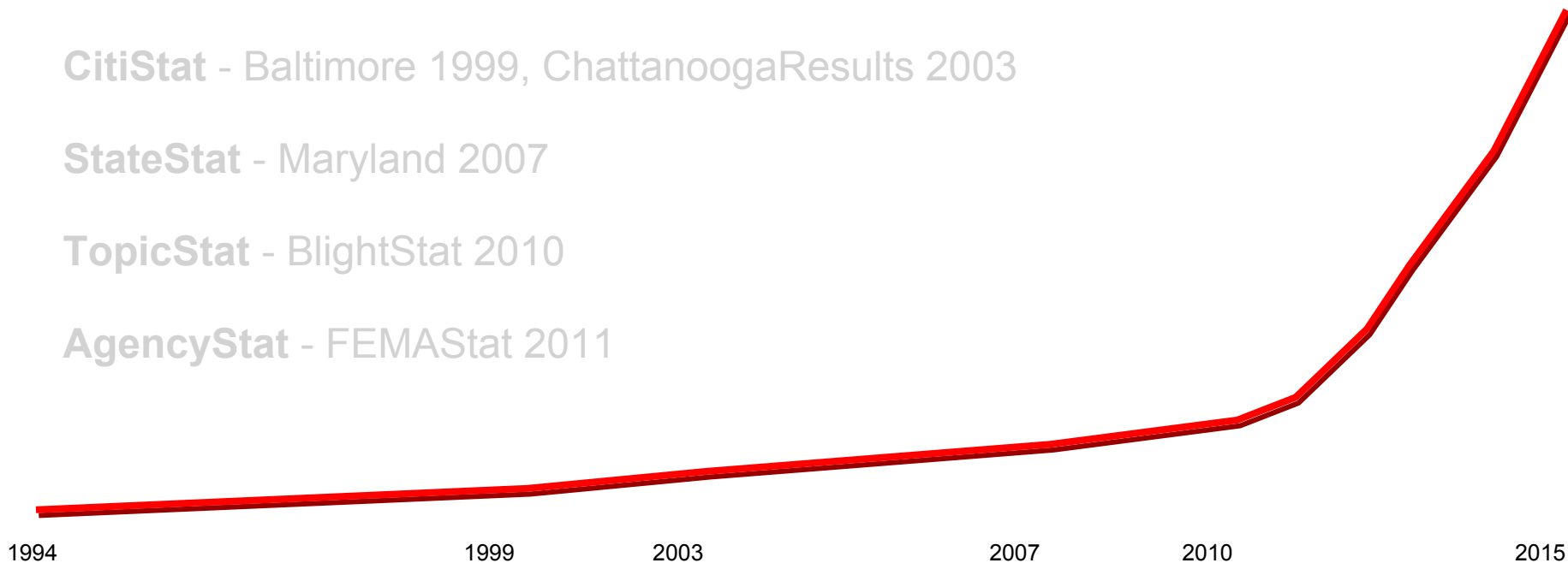
CompStat - New York 1994

CitiStat - Baltimore 1999, ChattanoogaResults 2003

StateStat - Maryland 2007

TopicStat - BlightStat 2010

AgencyStat - FEMAStat 2011



PerformanceStat Definition - Behn

Leadership Strategy

Public Purpose

Regular, Frequent, Integrated Meetings

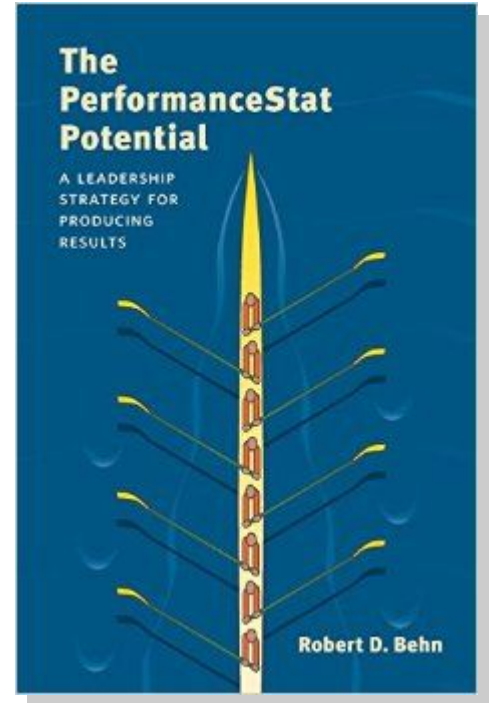
Uses Current Data to Analyze Specifics of each Unit's Performance

Provides Feedback on Progress Compared to Targets

Follows-Up on Previous Decisions to Improve Performance

Examine and Learns to Improve Performance

Identifies and Solves Performance Deficit Problems



Performance Measures, Targets,
Goals, Objectives, Oh My

Definitions Matter....kind of

P

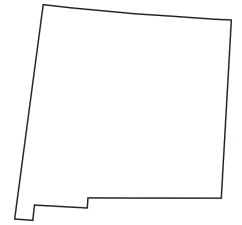
STRATEGIC GOAL



GOAL

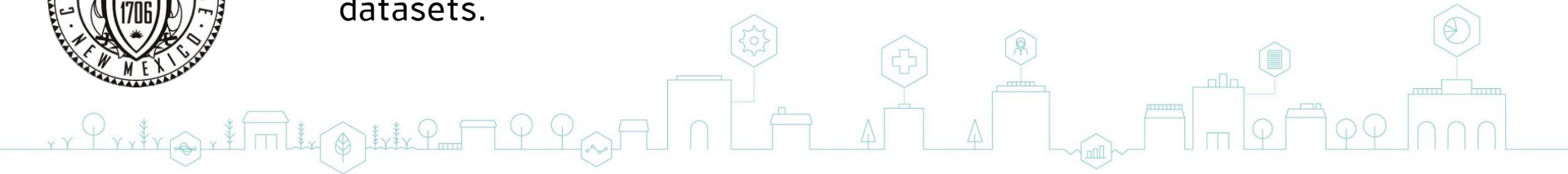
KEY PERFORMANCE INDICATOR

Albuquerque, NM



Albuquerque shows the value of open data by collecting and sharing outcome-based performance measurements (i.e., administrative data and 311 call data).

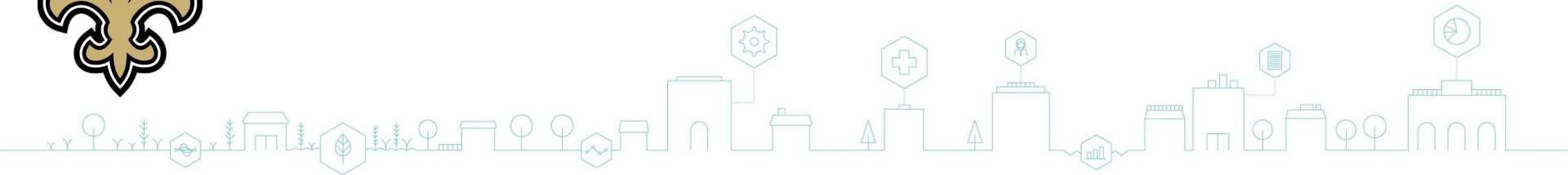
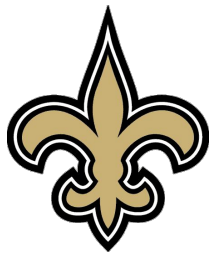
- This action reduced call time and increased value to city residents and administrators.
 - Since 2012, calls to Albuquerque's 311 information line have decreased by more than 420,000 calls a year.
 - In 2012, there was more than \$180,000 in 311 call center savings resulting from releasing the most-requested transit datasets.



New Orleans, LA

New Orleans actively ensures that data and evidence inform decision making through its number stat programs.

- In just three years with BlightStat, New Orleans:
 - Reduced blight by 10,000 units
 - Reduced inspection times from 160 days to 80 days
 - Collected \$3.4 million in foreclosure liens
 - Helped 440 low-income families receive financial assistance to bring their residences up to city housing code

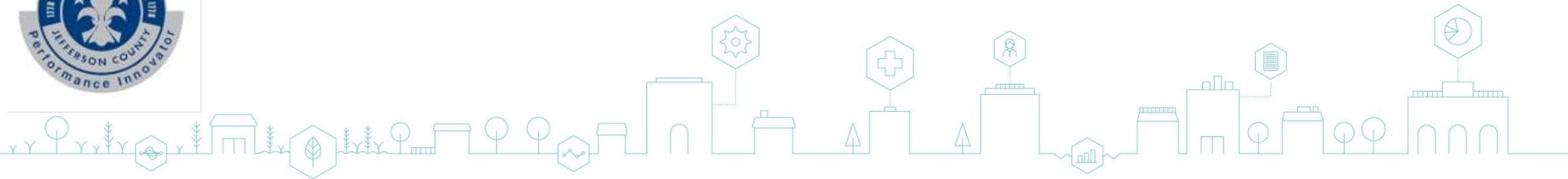


Louisville, KY



Louisville hosts an annual Performance and Innovation Summit to recognize and celebrate innovative residents, employees, and city officials for their use of public data.

- [Larry Skutchan](#) used open data to create an app to help the visually impaired navigate Louisville's public transportation system.
- [Christian Jones](#) collected air quality data using mobile sensors attached to his bicycle handlebars. The data is used to help the city improve air quality at the neighborhood level.



ChattaData

WELCOME TO CHATTADATA

CITY OF CHATTANOOGA'S PERFORMANCE DASHBOARD

Chattanooga has moved forward to a new era of government. Come see how we measure performance.



Safer Streets



Growing Economy



**Stronger
Neighborhoods**



**Smarter Students &
Stronger Families**

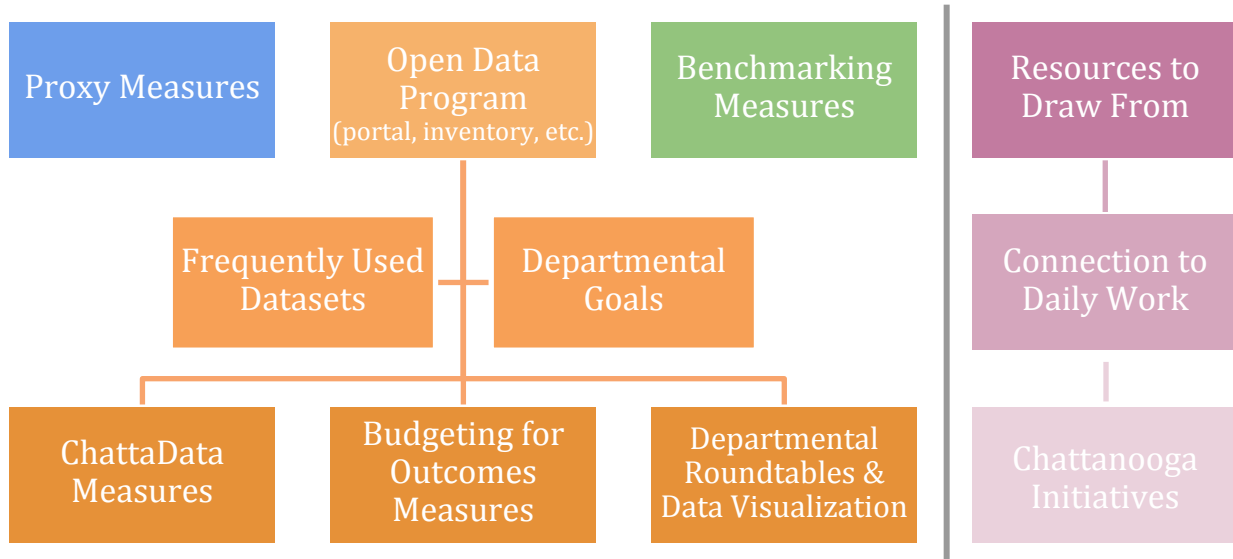


**High Performing
Government**



Additional Links







How Are We Using Data Now?

ChattaData Dashboard

BFO Evaluations

City Website Improvements

Updating 311 Service Level Agreements

Service Delivery Evaluation - Permitting, 311



ChattaData Program

- ✓ Leadership Strategy
 - ✓ Public Purpose
 - ✓ Regular, Frequent, Integrated Meetings
 - ✓ Uses Current Data to Analyze Specifics of each Unit's Performance
 - ✓ Provides Feedback on Progress Compared to Targets
 - ✓ Follows-Up on Previous Decisions to Improve Performance
 - ✓ Examine and Learns to Improve Performance
 - ✗ Identifies and Solves Performance Deficit Problems

ChattaData Examplehow does it operate in the real world?

Ideal - performance measures are well developed and remain fairly consistent year to year.

Reality - performance measures are not well developed and change from year to year.

Ideal - performance is tracked from performance measures developed for either the BFO process or ChattaData dashboard each month and or quarter.

Reality - tracking is sporadic and done only when requested.

Ideal - progress towards performance targets is continually monitored and all anomalies are analyzed in detail with data.

Reality - progress is measured monthly and only a few anomalies are analyzed in detail.

Ideal - progress and analysis is summarized in a brief to the mayor prior to the ChattaData meeting.

Reality - progress and analysis is summarized in a brief to the mayor prior to the ChattaData meeting.



ChattaData Examplehow does it operate in the real world?

Ideal - Mayor leads ChattaData meeting and discusses performance deficits and success stories, department heads agree on follow-up items. Discussions dive deep into root cause.

Reality - Mayor leads ChattaData meeting.

Ideal - Departments analyze the problem, hypothesize on root causes, make changes to address potential cause, track performance and report back next month.

Reality -

Ideal - Stuff gets fixed, everyone sees how the process worked, citizens rejoice and fist bumps all around.

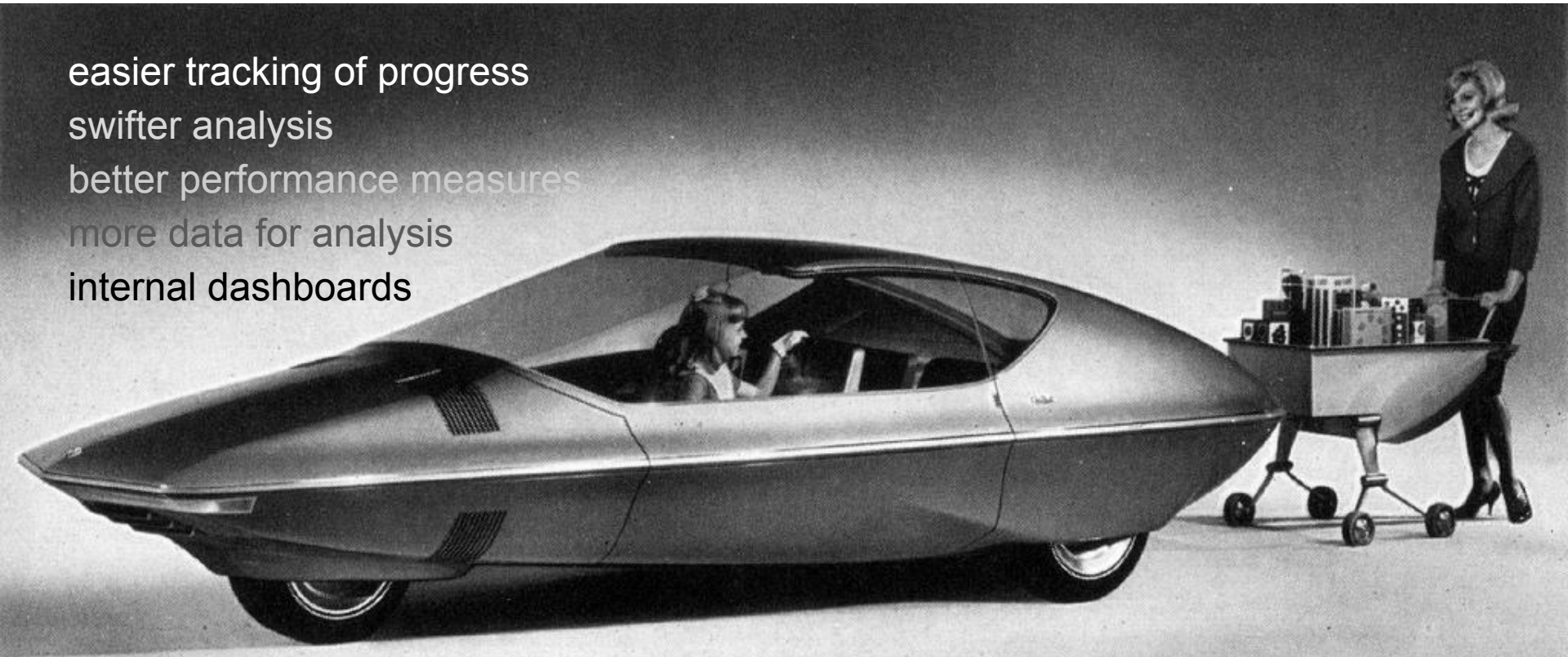
Reality - Little clarity on when fixes occur and how departments are improving their service delivery.



Where are we going?

The Future

easier tracking of progress
swifter analysis
better performance measures
more data for analysis
internal dashboards





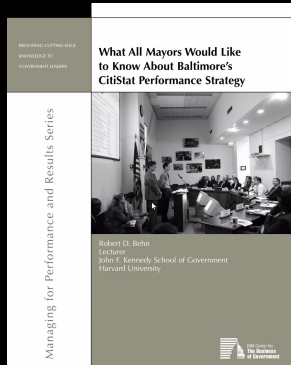
*what's the
point?*



Resources

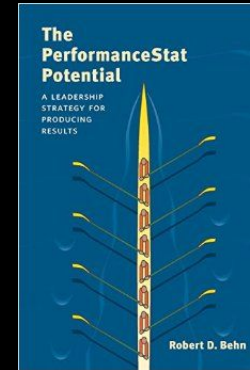
PerformanceStat Primer

click below to go to document



The PerformanceStat Potential

see me to borrow



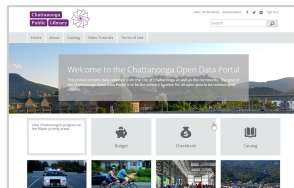
GovEx Guides

centerforgov.org



City Websites

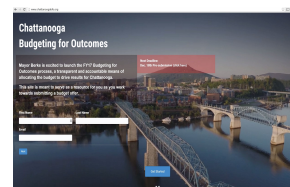
data.chattanooga.gov



performance.chattanooga.gov



chattanoogaabfo.org





Questions

Thank You

